



ACTING TOGETHER FOR A SUCCESSFUL ENERGY TRANSITION



AN INDUSTRIAL ADVENTURE OF OVER 150 YEARS

Energy is the common thread of our lives and the driver of human progress.
Throughout its history, our Group has played a **key role in many of the world's transformations.**

Early

1800s

1900s

1946

2008

2015

2020

Our story begins in **Belgium** (Société Générale de Belgique) and in **France** (Société Lyonnaise des Eaux et de l'Éclairage (SLEE)).

Distribution of town gas and electricity to homes.
We contribute to improving lifestyles.

As France rebuilds after WW2, Gaz de France is set up to guarantee energy supply.

With the globalization of the energy market **Gaz de France merges with Suez** and we become a major worldwide energy player.

Signature of the Paris Climate Agreement: **GDF Suez becomes ENGIE** and we commit to the **phase-out of coal by 2027.**

Climate change becomes a major concern for companies and states. **The energy transition becomes our purpose.**

A UTILITY AT THE HEART OF TODAY'S CHALLENGES



Acting in a world of complexity

- States must reduce their energy dependence and diversify their supplies, while gaining in competitiveness.



Addressing rising energy needs

- Energy needs are soaring due to population increase and global economic growth, especially in China, India, Brazil and Indonesia...
- Driven by the emergence of new technologies (AI, data centers...) and the electrification of uses (in particular mobility).



Securing a climate trajectory

- Extreme weather events have become increasingly common, and the cost of inaction is increasingly high.
- The year 2024 was the warmest on record compared to the pre-industrial era according to the World Meteorological Organization (WMO).

OUR VISION OF THE TRANSITION

Three core beliefs for ensuring a reliable and affordable energy transition.



The energy transition must rely on all decarbonization levers

- **Renewable** electrical energies.
- **Nuclear power**, for countries that have chosen it.
- **Gas that is increasingly decarbonized** (biomethane, hydrogen and its derivatives).
- **Heating and cooling networks.**
- **Energy sobriety and efficiency.**



Electrification of uses must be supported by flexibility and grid development

- **Renewable energies play a decisive role:** locally generated, cost competitive, fast rollout...
- **Flexibility solutions** (battery storage, gas-fired power plants...) offset the intermittency of renewable energies and ensure the stability of the energy system.
- **Electricity grids face significant investment needs.**



Gas will continue to play a key role

- By supporting the transition of **industrial sectors that cannot be electrified.**
- By **optimizing the costs of the transition** (pre-existing infrastructure).
- By **adapting existing infrastructure** to accommodate green gases.

OUR CORE BUSINESSES



Renewable energy production and flexibility

- Production of renewable electrical energy and acceleration in green gases.
- Our goal: to provide the right energy, at the right time in the right place.



Infrastructure

- Management of gas transport and distribution networks, storage and LNG terminals.
- Development of electrical infrastructure.
- Management and development of urban heating and cooling networks to support the energy transition of local authorities.
- Implementation of on-site decarbonization solutions for industrial companies.
- Our goal: ensuring energy security and supply for our customers in the regions.



Energy supply to customers

- Sale of energy to residential customers, local authorities and businesses.
- Optimization of electricity generation and storage assets on the energy markets.
- Risk management for our customers.
- Our goal: to provide reliable, decarbonized and competitive energy to all our customers.

ENGIE TODAY



Renewable energy production
and flexibility

102 GW

of installed electricity production
and storage capacity.

**Including
55 GW**

of renewable and
storage capacity.

*as of 30 September 2025



Infrastructure

341 heating and cooling
networks.

305,600 km

of gas and electricity transport
and distribution networks.



Energy supply
to customers

500 TWh

of energy sold
to our B2B and B2C
customers.

20 M

B2B and B2C
energy supply contracts.

ENGIE

A FEW FIGURES

30 countries

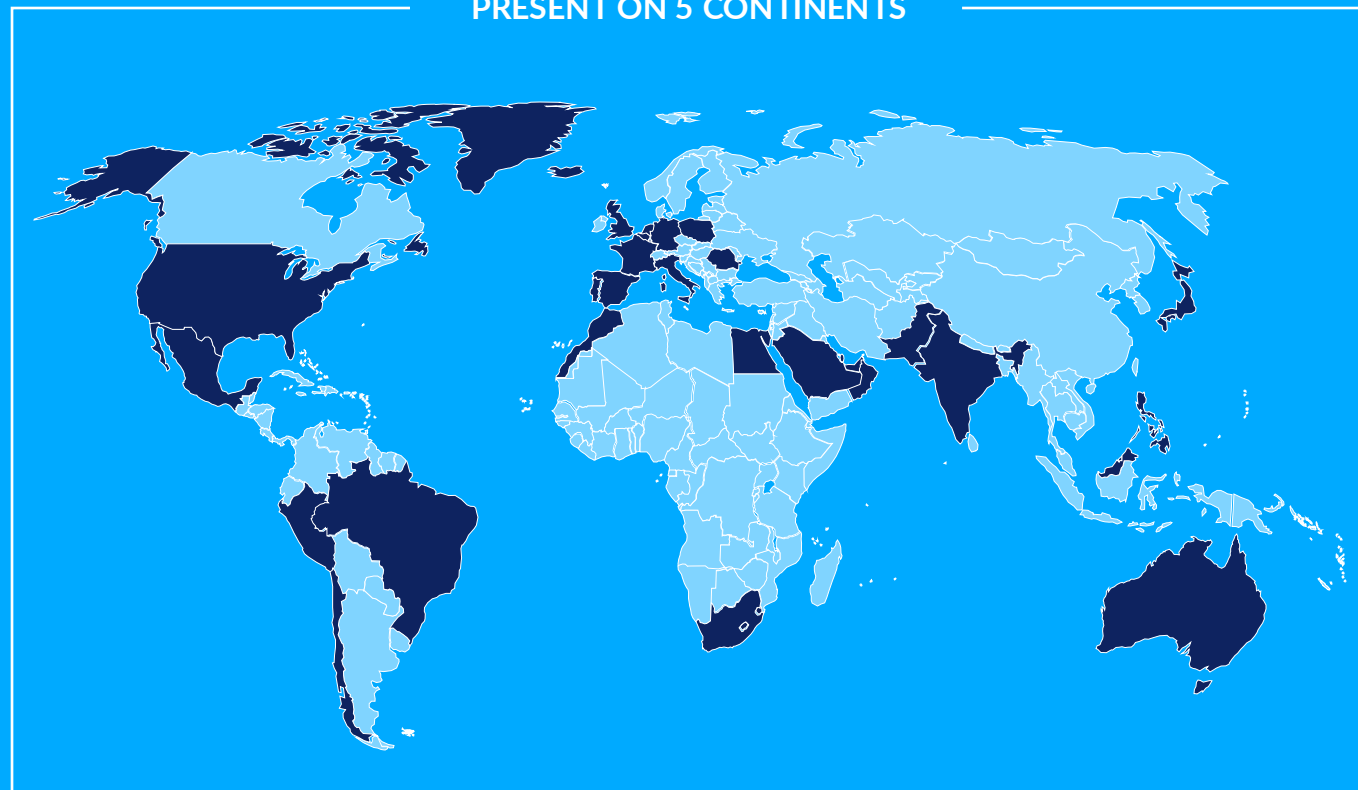
98,000
employees

€73.8bn
revenue in 2024

€10bn
average investment/yearly



PRESENT ON 5 CONTINENTS



■ : ENGIE presence as of 31 December 2024.

OUR AMBITION

We aim to become the best energy transition utility

We are a Utility: As an energy provider, we are responsible for a good that is essential to society.

We are fully aware of our role: We support the energy transition of our customers by striving to guarantee access to energy that is decarbonized, reliable and as affordable as possible worldwide.

We have many assets to draw upon:

- Our financial solidity and our investment capacity of over €10bn/yearly.
- Our mastery of the entire energy value chain.
- Our balanced energy mix, combining several technologies.
- A global capacity for action underpinned by strong local roots.

OUR STRATEGY

- **Massive investment in renewables** and the **development of flexibility solutions** to guarantee both the cost and reliability of the decarbonized energy system.
- Development of **electricity grids** to support the rise in electricity needs.
- Investment in **infrastructure transformation** to integrate green gases.
- **Consolidation of our position in heating and cooling networks in Europe** to become a leader.
- To be able to **supply green electricity 24/7** to all customers who request it as of 2030.

OUR GOALS FOR 2030

95 GW

of installed capacity
in renewable energy production
and storage
(Vs. 51 GW in 2024)

10,000 Km

of power transmission lines
(Vs. 5,400 km in 2024)

50 TWh

of biomethane production
capacity connected to the
French grid
(Vs. 13 TWh in 2024)

20 TWh

of local production (heating,
cooling and electricity) delivered
to our customers
(Vs. 11 TWh in 2024)

300 TWh

of electricity sold
(B2B & B2C)
(Vs. 210 TWh in 2024)

ON TRACK TO CARBON NEUTRALITY

We are committed to achieving net zero carbon across all 3 scopes by 2045

We are pursuing an ambitious decarbonization strategy, five years ahead of the IPCC recommendations.

An objective made possible by the alignment of our business model and our purpose.



SUPPORTING OUR CUSTOMERS

We support each of our customers in their energy transition by providing them with concrete and tailored solutions.

Companies

- A global context of **rising** raw material **costs**, especially energy costs.
- **The challenge of securing energy supply.**
- The need to **reduce carbon footprint without undermining competitiveness.**

Local authorities

- **Multiple transitions** to manage simultaneously: digital, energy and ecological transformation.
- **The need to optimize energy costs.**
- **The need to support local residents** in the context of developing energy sites.
- Facilitating **electrification of mobility.**

Individuals

- Strong concern regarding **energy prices and their impact on purchasing power.**
- **Residential customers need assistance** in changing their consumption patterns.

A STORY OF WOMEN AND MEN

Our 98,000 employees
have embarked on the greatest
adventure of the century to build
a desirable future for all.



INSIDE ENGIE

98,000
employees

153
nationalities

32%
of Group executives are women

30,000
employee shareholders
holding around 4% of capital

90%
of employees are proud
to work for the Group*

*In-house survey - Engie&Me
Figures as of 31 December 2024.

ANNEXES

OUR EXECUTIVE COMMITTEE



CATHERINE MACGREGOR

Chief Executive Officer



PAULO ALMIRANTE

Senior Executive Vice President in charge of the Renewables & Flex Power GBU



SÉBASTIEN ARBOLA

Executive Vice President in charge of Data, Digital & IT, Strategy and Research & Innovation



JEAN-SEBASTIEN BLANC

Executive Vice President in charge of Human Resources and ENGIE HQ



FRANK LACROIX

Executive Vice President in charge of the Local Energy Infrastructures GBU



JULIA MARIS

Executive Vice President in charge of the Group Corporate Secretariat, Governance, Legal & Ethics, Public Affairs and Communication



EDOUARD NEVIASKI

Executive Vice President in charge of the Supply & Energy Management GBU



CÉCILE PRÉVIEU

Executive Vice President in charge of the Networks GBU



PIERRE-FRANÇOIS RIOLACCI

Executive Vice President in charge of Finance, ESG and Procurement



THIERRY SAEGEMAN

Executive Vice President in charge of Transformation & Geographies, Nuclear and Tractebel,



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